



## VISIONS AND PLANS

STRATEGIC PLAN

2006

# CITY OF SALINA, KANSAS SHARED VISION STATEMENT AND STRATEGIC PLAN

## *WHAT IS STRATEGIC PLANNING?*

Strategic planning is a process that allows community leaders and stakeholders an opportunity to determine what the future of their community will be. It is a tool which incorporates a long-term vision, goals and action items that is commonly used in America's best managed and most forward thinking communities. Salina's process started with a community visioning exercise conducted with citizen stakeholders, the City Commission and City staff members. These groups independently addressed 1) Salina's assets and other positive community aspects; 2) Salina's liabilities and other negative factors; and 3) A vision of Salina's future in a 7 to 10 year timeframe. This information was then provided to the City Commission for discussion and consideration. Based on this information, the City Commissioners agreed upon a shared vision of the future.

The Salina City Commission believes that using a Strategic Plan will provide long-term direction and direct benefit to both our municipal government and the community. It is their intent that Salina's Strategic Plan be a dynamic document that is in line with our shared vision and reviewed annually both to ensure performance, and to respond to ever-changing community and regional conditions.

## *ADMINISTRATION OF SALINA'S STRATEGIC PLAN*

The Strategic Plan shall be utilized for all policy decision making, including but not limited to: community planning; capital improvement project planning and programming; annual budgeting; organizational service review; initiatives, changes and priority setting; all policy actions taken by the City Commission; and organizational departmental operations planning. Salina's Strategic Plan contents will be reviewed annually to ensure its applicability and determine if additions, deletions or other modifications are necessary. An Annual Strategic Plan progress report shall be compiled by staff and provided to the City Commission and public. The Strategic Plan shall be shared throughout the municipal organization and community.

*As adopted by Resolution 06-6319 by the Board of Commissioners on the 23<sup>rd</sup> day of October, 2006.*

## ***SHARED VISION STATEMENT FOR OUR COMMUNITY***

*Salina will be a city that is exciting to live in and thriving both economically and socially. The City will be clean, attractive and inviting. Local residents will demonstrate their community pride by sharing Salina's attributes with others. As a result, Salina will be a place with a quality of life that not only appeals to residents, but also to visitors.*

*Salina will be a city that encourages quality, market-driven, mixed-use development that compliments community cohesiveness.*

*Salina will become a city with "connectivity". This means that bicycle and walking trails along roadways, the flood control levee and the Smoky Hill River will be used to connect residential neighborhoods, commercial areas, schools and parks. These connections will eventually intersect with public transit pick-up/drop-off points. In addition, connectivity will also include community-wide information sharing through the latest electronic wireless technology.*

*The City of Salina will be attractive and well maintained. It will be evident that good housekeeping and high community standards are valued. Salina will be environmentally conscious, balancing the expectations of a growing community with the necessity to preserve nature's assets and our future quality of life.*

*The City of Salina will have master planned its assets in the Kenwood/Oakdale Park area west to the downtown business district in order to utilize them to their fullest potential. This will include the development of a uniformly managed, core destination complex for both residents and visitors. This complex will be surrounded by high quality, mixed-use development with an evident connection to downtown that complements existing commercial and residential assets.*

*The City Commission of Salina will have committed to providing the highest quality City services possible within available resources. The City Commission recognizes their role and responsibility to provide the needed policy direction and resources to its administration. At the same time, the City's administrative personnel are committed daily to transforming this direction and related resources into the highest possible quality of municipal services, consistent with the expectations of both the City Commission and the citizens of Salina.*

*Downtown Salina will be a thriving and vibrant place. It will include an artistic flair that complements diverse and successful business development, including: entertainment, professional services, restaurants and retail development. In addition, the downtown will include residential uses consistent with the desired, mixed-use activity.*

*Salina will be supportive of life-long learning through all forms of education, including elementary and secondary education, higher education and vocational/technical training.*

*Salina will be a town that is respectful of its heritage. Throughout Salina, the adaptive re-use of historic and architecturally significant buildings will be encouraged.*

*Salina will encourage and be supportive of industrial development, economic expansion, market-driven tax base growth, and home grown entrepreneurialism.*

## ***STRATEGIC GOALS FOR OUR COMMUNITY***

### **GOAL #1: THE CITY WILL CREATE A COMMUNITY OF MIXED-USE, QUALITY DEVELOPMENT AND REDEVELOPMENT.**

#### **Action Items**

- ⇒ Determine the City's specific role regarding property development and aggregation
- ⇒ Establish sound mixed-use criteria and inventory geographical areas of the City where market-driven, mixed-use development can be supported
- ⇒ Determine the most effective zoning and other land-use tools to encourage and support desired mixed-use development
- ⇒ Research best practices in other cities
- ⇒ Revise existing ordinances and policies to accommodate growth and development objectives
- ⇒ Research options for development financing and determine the most equitable and cost-effective development financing strategies
- ⇒ Develop an inventory of land ownership in areas designated for future development or redevelopment
- ⇒ Utilize designated geographical master planning as a tool to integrate desired mixed-use development
- ⇒ Educate the development community about mixed-use development

### **GOAL #2: THE CITY WILL CREATE A UNIFORMLY MANAGED AND MASTER PLANNED KENWOOD PARK / OAKDALE PARK DESTINATION AREA FEATURING RECREATION, TOURISM, ENTERTAINMENT, HOTEL LODGING, SURROUNDING MIXED-USE DEVELOPMENT, GREEN SPACE AND A DIRECT LINKAGE TO DOWNTOWN**

**Action Items**

- ⇒ Through research and negotiation, determine current ownership status and finalize future ownership designation
- ⇒ Develop an area-wide master plan
- ⇒ Identify and overcome river channel challenges
- ⇒ Finalize plan for community-wide, outdoor aquatics facility
- ⇒ Research financing alternatives and develop an acceptable financial plan to support future area development

**GOAL #3: THE CITY WILL PROVIDE THE HIGHEST QUALITY OF SERVICES, CONSISTENT WITH GOVERNING BODY DIRECTION, AVAILABLE RESOURCES AND STAFF COMMITMENT TO QUALITY.**

**Action Items**

- ⇒ Determine methods to measure the quality and performance of services that are currently provided and establish related “benchmarks”
- ⇒ Consider the development of citizen advisory committees to provide integrated input for capital improvement project planning and construction activities
- ⇒ Establish a reporting framework for the City Commission and the public regarding the measurement and attainment of service performance levels
- ⇒ The City Commission will maintain its commitment to the municipal organization by providing direction and resources that will allow them to meet established expectations

**GOAL #4: THE CITY WILL MAINTAIN GROWTH AND DEVELOPMENT POLICIES THAT ARE UPDATED TO REFLECT CURRENT CONDITIONS AND DESIRED GROWTH DIRECTION.**

**Action Items**

- ⇒ Update the current Comprehensive Plan
- ⇒ Review the City's utility extension policies

- ⇒ Review the City's annexation policies
- ⇒ Review and negotiate with Saline County officials a long-term roadway ownership and transition agreement
- ⇒ Review all related interlocal agreements
- ⇒ Investigate the potential for joint City-County area planning
- ⇒ Identify and review areas for redevelopment and new development

**GOAL #5: THE CITY WILL MAINTAIN A COMMITMENT TO MAKING DOWNTOWN SALINA A THRIVING AND VIBRANT CENTER OF THE COMMUNITY.**

**Action Items**

- ⇒ Encourage the ongoing development of new leadership
- ⇒ Encourage SDI/BID, City and Chamber of Commerce leadership to work collaboratively for the successful development of downtown
- ⇒ Encourage the development of the arts, entertainment, professional services, residential living, restaurants, pubs and coffee shops, and retail in the downtown

**GOAL #6: THE CITY WILL WORK TO MAKE SALINA A CITY THAT HAS CONNECTIVITY PHYSICALLY AND SOCIALLY.**

**Action Items**

- ⇒ Update the transportation master plan to include bicycle lanes and trails that are integrated with other parts of the transportation system
- ⇒ Conduct a feasibility study of downtown for possible wireless, broad-band service availability
- ⇒ Plan for the physical connection of the Smoky Hill River with adjacent linear parks
- ⇒ Promote public and private partnerships for community projects and service endeavors
- ⇒ Fully support public access to information